

Future Systems Technology Advisory Panel

May 12 and May 13, 2009
Westin Alexandria Hotel
400 Court House Square, Alexandria, VA 22314

Minutes

1. The Future Systems Technology Advisory Panel held its third meeting on May 12, 2009 from 8:30 A.M. to 5:00 P.M. and on May 13, 2009 from 8:30 A.M. to 12:00 P.M. in the Edison D conference room of the Westin Alexandria Hotel in Alexandria, VA.
2. Attendees included:

a. Future Systems Technology Advisory Panel members:

Donnell Adams, Associate Commissioner for the Office of Telephone Services, Office of Operations, Social Security Administration

- Phil Becker, Associate Commissioner for the Office of Telecommunications and Systems Operations, Social Security Administration
- Gregory E. Buoncontri, Executive Vice President and CIO, Pitney Bowes, Inc.
- Henry C. Lucas, Jr., Department Chair and Smith Professor of Information Systems, University of Maryland
- Maria R. Morris, Executive Vice President, Technology & Operations, MetLife, Inc.
Nancy LeaMond, Group Executive Officer for Social Impact, AARP. Note: Ms. LeaMond was present on the afternoon of May 12, 2009 and on May 13, 2009. Note: Tim Buren, Chief of Appropriations Law attended the meeting for Ms. LeaMond for part of the day on May 12, 2009.
- Franklin S. Reeder, Founder, The Reeder Group. Note: Mr. Reeder was present on May 13, 2009.
- Joan Conlin, Vice President of Customer Sales and Service, Lands' End
Alan Balutis, Director of the North American Public Sector, Cisco Systems' Business Solutions Group
Andy Buckler, Director of the Program Integration Office, Internal Revenue Service
Steve Sullivan, Vice President of Production Services & IT Architecture, T. Rowe Price Group, Inc.
- Blaise Heltai, Founder, Genus2 Technology
Richard Eisinger, Former Senior Federal Official and Member of the Obama-Biden Transition Team's SSA Agency Review Team
- David McClure, Vice President in Research Government Team, Gartner Inc.

- b. Social Security Administration Officials: Acting Deputy Commissioner Dr. Jason J. Fichtner and Assistant Deputy Commissioner of the Office of Budget, Finance and Management, Mike Gallagher

Social Security Administration Staff: Dianne Rose, Designated Federal Officer (DFO)

2. Members of the Public who presented oral or written statements:
Comment by Mr. Jim Cook of the Mitre Corporation
3. Other members of the public: Several members of the public attended the meeting

3. Description of matters:

- a. Welcoming remarks: Dianne Rose, Designated Federal Officer, made welcoming remarks and introduced Andy Buckler, Steve Sullivan, Blaise Heltai, Stephen Schmidt, David McClure and Richard Eisinger as new panel members.

New panel members were sworn in by Dr. Jason J. Fichtner, Acting Deputy Commissioner of Social Security.

The minutes of the second panel meeting (February 2009) were approved.

The panel briefly discussed its progress, its function and sub-committee assignments.

- b. Disability Case Processing System (DCPS) A briefing on DCPS was presented by Jerry Berson, Assistant Deputy Commissioner of the Office of Systems, Ruby Burrell, Associate Commissioner of the Office of Disability Determinations and Bill Cole, Senior Technical Advisor in the Office of Disability Systems.

Mr. Berson introduced project team members, Karie Kilgore, DCPS Project Manager, Bridgette Cole, Business Case analyst and Laura White of the DDS staff.

Discussion included DCPS background, foundational issues, strategic and tactical approaches, a DCPS timeline and architectural alternatives. The panel heard that Quick Disability Determination (QDD) and Compassionate Allowances (CA) utilize data mining and a predictive software model to improve efficiency. They also heard that the Electronic Case Analysis Tool (eCAT) improves the decision making process.

The panel heard that the agency is developing a more seamless disability process over the 54 states and territories which partner with SSA to produce approximately 3 million disability determinations a year. They heard that the entities' 54 customized systems, which evolved from unique paper processes, impede collection of national management information. In addition, they heard that agency uses 5 legacy systems and an 18 month rollout process to add a single piece of functionality. They heard that there is no uniform way to deliver functionality and changing policies, especially those policies that change the system. Additionally, they heard that SSA buys the systems and equipment used by the 54 entities, which effectively own these systems upon delivery, and that several vendors provide most of the systems.

The panel heard that the business process has provided some uniformity, that it was found that there was little difference between the 54 entities' business

processes and that state-specific mandates can be accommodated using current technology.

Collaborative responsibility for overall systems architecture, centralization versus decentralization of systems, and governance and transparency were discussed. Current and projected business processes were discussed, as well.

The panel was presented with timelines concerning planning and analysis, requirements, construction and implementation activities. It was also presented with DCPS architecture alternatives and recommendations.

- c. Perspective from SSA's Agency Review Team, President's Transition Team was presented by Richard Eisinger, Former Senior Federal Official and David McClure, Vice President in Research Government Team, Gartner, Inc.

Mr. Eisinger described the genesis, deliverables, and aggressive schedules of agency review teams and his involvement in the SSA review team. Deliverables included recommendations for the stimulus package and for the FY 2009 and FY 2010 budgets, for regulations and for personnel as well as an assessment of immediate issues facing agencies. The review team provided the White House with an independent set of assessments and it focused on technology and the need for a new Data Center. It also provided support for the Health Information Technology (HIT) initiative.

Mr. McClure was part of the Technology, Information and Government Reform Team (TIGR) within the transition team. This team focused on increasing innovation and transparency in government, the Data Center, data recovery and backup, the stimulus package and Health Information Technology.

- d. During its first day deliberations, the panel discussed committee assignments, prioritization of its work based on the Commissioner's concerns, the need for a list of clearly focused questions from the agency, providing advice and recommendations in the short-term, knowledge and change management, linking the agency's technology plan to its business plan strategy and improved governance, strategic versus tactical approaches to disability case processing, the agency's service delivery plan and its enterprise architecture as well as bringing subject matter experts to talk with Bill Gray, Deputy Commissioner of the Office of Systems. Panel members re-configured committees and volunteered for committee assignments.

Jim Cook, a vice president at the Mitre Corporation and Director of its Center for Enterprise Modernization provided public comment. A letter with comments for the panel's consideration from David R. Bryant, Attorney at Law was inserted in the record.

- e. SSA Electronic Service Provision Report was presented by Steve Holden, a principal at Touchstone Consulting Group, Inc. He was joined by Lynette Millett, of the National Research Council.

The panel heard analysis of the final report, Social Security Administration Electronic Service Provision, A Strategic Assessment, which was commissioned by SSA's Commissioner in 2004 and was released in August, 2007. This analysis and the panel's discussion included organization, management, policy, culture, technology, service delivery and product delivery, day-to-day operations, help and coaching, leveraging partnerships and comparison of SSA to large-scale financial institutions as well as to other government agencies.

- f. SSA's Update on eServices was presented by Jo Armstrong, Associate Commissioner of the Office of Electronic Services, Office of Operations and Thomas Grzymski, Associate Commissioner of the Office of Enterprise Support, Architecture and Engineering, Office of Systems.

The Panel heard that the eServices delivery plan is a work in progress. It also heard about flexible delivery of eServices in response to changing public needs and across all channels. In addition, it heard that policy simplification and simplification of business processes as well as attention to hardware and software infrastructures will help the agency address both the wave of baby boomers and increased workloads due to the economic downturn. It heard that tremendous strides have been made in the area of cultural change at the agency and that, under the current Commissioner, service has been redefined. It heard that the Commissioner's message is unambiguous and that he has marketed eServices both internally and externally and that iClaim is a success. It heard that EQUIP, an oversight Deputy Commissioner level panel, comprised of key Deputy Commissioners, involved in service delivery and eServices, has been created. It heard that both online retirement and disability application volumes are growing and that customer satisfaction has improved due to communication with stakeholder groups, third party involvement in the application process and attention to security as well as increased service availability, including the online Retirement Estimator. It heard that management information has improved as has web analytics.

The panel heard that seamless processing has resulted in the webification of previously stovepiped information using a holistic approach. It heard that the Office of Systems utilized an enterprise business process model to implement seamless processing while continuing to process increasing workloads. It heard that a standard web application, service-oriented architecture was developed. It heard about the migration of master files as well as the agency' contracting with Booz Allen Hamilton to develop an enterprise database strategy. The panel was promised a copy of the resulting report, including recommendations. The panel discussed the use of a business vision prior to process re-engineering, business policy change, business operating models and business processes.

- g. The panel moved to deliberate and Mr. Balutis asked to meet with the Commissioner to review progress and discuss expectations. Panel members agreed to share industry best practices and the agency will move to provide the panel with a draft copy of the agency's service delivery plan. The panel also discussed current statutory requirements and the application of currently

available technologies to improve service. The panel discussed short-term and longer-term recommendations and the creation of sub-committees.

An executive sub-committee was created, made up of panel members who have agreed to chair or initially convene the sub-committees. In compliance with advisory committee requirements, it was stated that the panel will use sub-committees to conduct business more expeditiously and that the sub-committees may not make final decisions; their preliminary decisions must come to the full, open panel meeting.

3. Certification

I, Dianne Rose, Designated Federal Officer for the Future Systems Technology Advisory Panel ("FSTAP Panel") hereby certify that the above minutes accurately describe the third meeting of the FSTAP panel, held on May 12, 2009 from 8:30 A.M. to 5:00 P.M. and on May 13, 2009 from 8:30 A.M. to 12:00 P.M. in the Eddison D conference room of the Westin Alexandria Hotel, 400 Court House Square, Alexandria, VA 22314.



Dianne Rose